BOPHIRIMA DISTRICT MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN
2007 – 2011(FIRST REVIEW 2008)

A GROWTH & DEVELOPMENT STRATEGY FOR THE DISTRICT

Prepared by the

BOPHIRIMA
District Municipality
in collaboration with NW Provincial Government Departments; Local Municipalities and the community of Bophirima

MAY 2008

BOPHIRIMA DISTRICT MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN
2007-2011

BOPHIRIMA
District Municipality

Enquiries

The Executive Mayor: Councillor GK Lobelo
The Municipal Manager: Mr. Kekesi
The IDP & PIMS Manager: Mr. R Minny

Bophirima District Municipality
PO Box 21
Vryburg
8600

Tel: 053 - 927 2222
Fax: 053 - 927 2401
E-mail: minnyr@bophirima.co.za

VOLUME ONE: OVERVIEW

This document replaces Volume One, adopted in May 2007. This document also describes which elements of the IDP are improved in the revision process.

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PART ONE

INTRODUCTION

This Integrated Development Plan (IDP) is the outcome of the planning conducted since the new Council was elected in 2006. The planning for Bophirima District Municipal Area made use of various products and processes to produce this IDP and the first revision thereof:

- The outcomes of the previous cycle of IDPs in the Bophirima Area;
- The analysis and planning approach as championed by the Presidency in the localising of NSDP principles
- The inputs received from local communities and ward councillors via local municipalities;
- International, national and provincial policy and plans such as the UN Millennium Goals, the National Spatial Development Perspective, Provincial Growth and Development Strategy, Provincial Spatial Development Framework and Strategic Environmental Assessment;
- Internal processes in Bophirima District Municipality;
- Technical work as embarked upon in the Spatial Development Frameworks and Strategic Environmental Assessments compiled in all municipalities; and

The two key challenges set at the outset of this IDP were:

 How to address a wide range of elements and yet remain user and public friendly?

 How to be an intergovernmental, rather than a local government plan only.

The content of the document is as indicated on the previous page. PART TWO of the IDP describe the elements contained in the IDP, but importantly also describe elements of the IDP that were adopted as additional volumes of the IDP which is made available upon specific request.

The key improvements tabled in the first revision (March 2008) is as follows:

- Shared Intergovernmental Understanding and Priority Actions for Bophirima as adopted in August 2007 constitute the executive summary of the IDP as well as the Growth and Development Strategy of the District. This document outline the key strategic thrust of government in Bophirima and is attached as Addendum A to this document;
- A conclusion surrounding the 'facts and figures' of Bophirima: the data of various external and internal sources were analysed to derive at our synthesised figures (See PART THREE);
- A new organisational structure for Bophirima DM is tabled in VOLUME TWO;
- The projects of Bophirima DM is revised in VOLUME FOUR;
- Known governmental projects as presented to the District Intergovernmental Forum and District IDP Representative Forum can be found in VOLUME FIVE
- The updated Disaster Management Plan is published in VOLUME SEVEN;
- The Water Service Development Plan was adopted by Council and is an integral part of the IDP process- this plan is published as VOLUME TEN;
- The Risk Management Strategy of BDM is tabled as VOLUME ELEVEN
- The processes followed in terms of Community Based Planning and IDP Forums are described in VOLUME TWELVE

PART TWO

OVERVIEW OF IDP DOCUMENT & ISSUES THAT NEED ATTENTION

The IDP document is compiled in line with legislative requirements and guidelines as outlined in table 1:

TABLE 1

Overview of IDP Document & issues that need attention

LEGISLATIVE CLAUSE	IDP COMPONENT	STATUS/WAY DEALT WITH
Municipal Systems Act (MSA), 2000 section 26(a)	Vision	• Vision adopted in March 2002 confirmed as fitting for the next five year cycle. The Executive Mayor however expressed the view that inputs regarding the need for a possible re-vision are open for discussion. • Reflected in PART FOUR of this document
MSA sect. 26(b)	An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services	• Reviewed in PART THREE of this document
MSA sect 26(c)	The Council's development priorities and objectives for its elected term, including its local economic development aims;	• Reflected in PART FOUR of this document

LEGISLATIVE CLAUSE	IDP COMPONENT	STATUS/WAY DEALT WITH
MSA sect 26(c) Municipal Planning & Performance Management Regulations, 2001 (Regulations) Sect 1(a)	Integrated Institutional Programme (including internal transformation needs) (a) the institutional framework, which must include an organogram, required for- (i) the implementation of the integrated development plan; and (ii) addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan;	- Reflected in PART FIVE of this document (including Organogram- see VOLUME TWO)
MSA sect 26(d)	Strategic Direction (Council's development priorities and objectives for its elected term, aligned with national or provincial sectoral plans and planning requirements)	- 'Shared Intergovernmental Understanding and Priority Actions for Bophirima' as adopted in August 2007 constitute the executive summary of the IDP as well as the Growth and Development Strategy of the District. This document outline the key strategic thrust of government in Bophirima and is attached as Addendum A to this document - Captured in PART FOUR of this document
MSA sect 26(e) Municipal Planning & Performance	Spatial Development Framework (SDF) which must include the provision of basic guidelines for a land use management system for the municipality; 4) A spatial development framework reflected in a municipality's integrated development plan must- (a) give effect to the principles contained in Chapter 1 of the	- The entire SDF is available in VOLUME SIX. PART SIX of this document provides a synopsis of the plan. It is however important to note that various other parts (notably the analysis and strategic direction) of the IDP make extracts of the SDF

LEGISLATIVE CLAUSE	IDP COMPONENT	STATUS/WAY DEALT WITH
Management Regulations, 2001 (Regulations) Sect 4(a)-(i)	Development Facilitation Act' 1995 (Act No. 67 of 1995); (b) set out objectives that reflect the desired- spatial form of the municipality; (c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must- (i) indicate desired patterns of land use within the municipality; (ii) address the spatial reconstruction of the municipality; and (iii) provide strategic guidance in respect of the location and nature of development within the municipality; (d) set out basic guidelines for a land use management system in the municipality; (e) set out a capital investment framework for the municipality's development programs; (f) contain a strategic assessment of the environmental impact of the spatial development framework; (g) identify programs and projects for the development of land within the municipality; (h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and (i) provide a visual representation of the desired spatial form of the municipality, which representation: (i) must indicate where public and private land development and infrastructure investment should take place;	

LEGISLATIVE CLAUSE	IDP COMPONENT	STATUS/WAY DEALT WITH
	(ii) must indicate desired or undesired utilisation of space in a particular area; (iii) may delineate the urban edge; (iv) must identify areas where strategic intervention is required; and (v) must indicate areas where priority spending is required.	
MSA sect 26(f)	Five-Year Action Programme (Including council's operational strategies)	- Captured in PART SEVEN and VOLUME FOUR- this part of the document focus on Bophirima District Municipality
Regulations Sect 1(c) Regulations Sect 1(d)	Any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development; All known projects, plans and programs to be implemented ' within the municipality by any organ of state;	- Captured in PART EIGHT and VOLUME FIVE of this document- this part of the document focus on other organs of the state - Important to note that some departments did not make their programmes and projects known (and if they did; not via the IDP process) - Many departments only made 2007/08 projects known and did not provide the MTEF budgeted projects and indicative programmes/projects for the remaining two years of the IDP planning cycle
MSA sect 26(g)	Applicable disaster management plans;	- An extract of the plan is provided in PART NINE and adopted as VOLUME SEVEN.

LEGISLATIVE CLAUSE	IDP COMPONENT	STATUS/WAY DEALT WITH
MSA sect 26(h) Regulations Sect 1(b) Regulations Sect 3(a)-(c)	A financial plan, which must include a budget projection for at least the next three years (b) any investment initiatives in the municipality; (3) A financial plan reflected in a municipality's integrated development plan must at least (a) include the budget projection required by section 26(h) of the Act; (b) indicate the financial resources that are available for capital project developments and operational expenditure; and (c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following: (i) Revenue raising strategies; (ii) asset management strategies; (iii) financial management strategies; (iv) capital financing strategies; (v) operational financing strategies; and (vi) strategies that would enhance cost-effectiveness.	- Captured in PART TWELVE of this document and outlined in the revised budget

LEGISLATIVE CLAUSE	IDP COMPONENT	STATUS/WAY DEALT WITH
MSA sect 26(i) **Regulations Sect 1(e)**	**The key performance indicators and performance targets determined in terms of the MSA section 41.**	**Captured in PART THIRTEEN of this document and lay the basis for the Service Delivery and Budget Implementation Plan (SDBIP)** **The indicators and targets of projects and programmes not relevant to the power and function of Bophirima District Municipality are only addressed in terms of outcome indicators for the key anchor projects identified and agreed upon in the District Growth and Development Strategy and input and output indicators and targets as well as monitoring need to be tracked in the District IGR Forum**
MSA sect 26(d)	**Integrated Transport Plan (ITP)**	**Though the plan will be adopted at a later stage, the current information available influenced various parts of the IDP. Will be included as soon as available from the provincially appointed service providers.**
MSA sect 26(d)	**Water Service Development Plan (WSDP)**	**The adopted plan can be found in VOLUME TEN and is summarized in PART TEN**
MSA sect 26(d)	**Integrated Waste Management Plan (IWMP)**	**Adopted in 2004 and influenced various parts of the IDP. Available as VOLUME EIGHT of the Bophirima IDP, 2007**

PART THREE
ANALYSIS

3.1 INTRODUCTION

The Bophirima District Municipality faces huge developmental challenges, which revolve around the following:

- How to find sustainable ways to meet basic, social and economic needs of the People of Bophirima [i.e. meeting the challenge of sustainability]; and
- How to Improve the quality of human life and the human living environment of the People of Bophirima by creating and sustaining integrated, humane, equitable and viable settlements in the area of jurisdiction of the Bophirima District Municipality [hereafter referred to as the Bophirima Municipal Area] [i.e. meeting the challenge of sustainable development].

The Bophirima Municipal Area presents a particularly complex scenario with diverse political demarcation areas and wards, communities, cultures, and languages, and extremes of poverty and wealth, leading to extremes in human developmental levels. Existing standards of living and the lack of awareness of the environmental impacts, associated with the latter, also lead to unrealistic expectations both from people living in poverty and those relatively better-off.

The Census, 2001 figures are clearly outdated and a variety of sources were used to compile this analysis synopsis:

- Statistics SA. Community Survey, 2007
- Bophirima IMIS Data, 2008
- Global Insight Data consolidated by NW Province, 2006
- The Demarcation Board, which mainly rely on Global Insight Data.
- Geospatial Analysis Platform and NSDP Spatial Profile with principle sources being Global Insight, DBSA and Statistics SA, 2007

After analysis of the data it became evident that the Stats SA, Community Survey Data, 2007 provide a paradoxical picture in relation to other sources. It was therefore decided to only present this paradox in the tabled IDP and seek further understanding before the entire scope of analysis is presented. The tabled document therefore removed all outdated data and will present a better picture after issues regarding conflicting data are resolved.

Various tables and graphs are consolidated in VOLUME THIRTEEN for own analysis by the reader. This volume will be updated once clarity regarding the re-interpretation of the Global insight data in the light of the Community Survey is achieved.

3.2 THE CHALLENGES

3.2.1 THE GEOGRAPHIC CHALLENGES

The geographic challenges comprise the following:

- The Bophirima District Municipality [DC39] is approximately 47 478 km^2 in extent [40.82% of the total area of the North West Province]; and
- The Bophirima District Municipal Area comprises of six Local Municipal Areas, including:
  - The Kagisano Local Municipality [NW391] is approximately 14 690 km^2 in extent [30.95% of the total area of the Bophirima District Municipal Area];
  - The Naledi Local Municipality [NW392] is approximately 7 264 km^2 in extent [15.30% of the total area of the Bophirima District Municipal Area];
  - The Mamusa Local Municipality [NW393] is approximately 3 615 km^2 in extent [7.61% of

the total area of the Bophirima District Municipal Area];

- The Greater Taung Local Municipality [NW394] is approximately 5 640 km^2 in extent [11.88% of the total area of the Bophirima District Municipal Area];
- The Molopo Local Municipality [NW395] is approximately 12 588 km^2 in extent [26.51% of the total area of the Bophirima District Municipal Area]; and
- The Lekwa-Teemane Local Municipality [NW396] is approximately 3 681 km^2 in extent [7.75% of the total area of the Bophirima District Municipal Area].

- The settlement pattern is fragmentary with small, low-intensity urban areas scattered throughout and surrounded by vast rural areas. The more urban areas, or towns, comprise of higher density settlements with mainly a residential character, except for the only regional urban centre or node, being Vryburg, which has a mix of land uses, varying from residential, retail, institutional to manufacturing and industrial. The major towns are surrounded by very low-density, scattered rural settlements, villages and vast rural areas. The Bophirima District Municipal Area may very rightly so be described as the rural hinterland of the North West Province.

3.2.2 THE DEMOGRAPHIC CHALLENGES

3.2.2.1 POPULATION

The Stats SA Community Survey, 2007 estimate a decrease in population figures from 432 069 in 2001 to 354 554 in 2007. The household figure remains more stable with a slight decrease from 102 518 in 2001 to 100 073 in 2007. The figures indicate a decline in population in all the local municipalities of Bophirima.

This decline in population takes into cognisance the boundary changes made to Kagisano in 2006 (constituting approximately 7000 demarcated people) and echoes the NSDP statements made about migration from Bophirima to the bigger cities and metropolitan areas.

The Global Insight Data however estimate the 2001 population figures at 483 643 and an annual increase of 1.1% resulting in 504 053 in 2005. The Demarcation Board echo this data with an estimate of 509 703 in 2006. These figures do not take into effect the boundary changes to Kagisano in 2006 and do not estimate a decrease, but allow an increase of 1.1%. The amount of households are also estimated at approximately 100 000.

Quantec and Kyamandi estimate an average growth of 0.4% in Greater Taung and 1.03% in Naledi Local Municipality.

The Bophirima IMIS Data provide very accurate data in terms of land parcels and constructed housing units, but do not have any field data that can determine household size and confirm the amount of households to be approximately 100 000.

3.2.3 SERVICE DELIVERY CHALLENGES

The Stats SA Community Survey, 2007 figures are attached as Addendum B and will be reconciled with our own figures.

3.2.4 ECONOMIC CHALLENGES

The NSDP Spatial Profile provide an analysis of the area which is described in Addendum A and supported with the maps and spreadsheet provided in VOLUME THIRTEEN.

3.2.5 THE CHALLENGES ACCORDING TO THE COMMUNITY OF BOPHIRIMA

3.2.5.1 BACKGROUND

In July 2007, Bophirima District Municipality took an initiative to implement a Community Based Planning (CBP) Programme in its local municipalities. After discussion all six Local Municipalities agreed and also took resolutions to implement this programme.

On the 5th July 2007 the Community Based Planning (CBP) programme was launched at Lekwa-Teemane Local Municipality in Christiana. The audience for this event was Senior Managers and all Councillors in our district. The objective was to make participants aware of the processes involved in CBP. Councillors and officials responded well and took ownership of the programme.

3.2.5.2 WHY THE COMMUNITY-BASED PLANNING AND DEVELOPMENT APPROACH?

The CBP process uses Ward Committees with the Ward Councillors as the driving vehicle for planning.

The Municipal Systems Act entrenches participation as a central concept of IDP. The approach used does not simply improve participation in the IDP, but assists wards to develop locally owned ward plans, which build on local strengths, focus on local action, as well as identifying support needed externally through the IDP and from sector departments.

The CBP/IDP objective is to improve municipal-level plans but also to provide a platform for community empowerment. This means that CBP is a stepping stone for strengthening local governance and community action. This approach requires commitment from the municipality to enable citizens to move from being merely passive consumers of services to active citizens that are able to participate in meeting their development priorities.

3.2.5.3 THE CBP PROCESS AND OUTCOME

A two day workshop was scheduled at a district level to train ward committees as facilitators of the process in their respective municipalities.

Each ward then did situational analysis, planning, used participatory tools to understand differences within the community, identified and prioritised outcomes and key risks, and then planned how to address these. The planning process was facilitated by facilitators from the District Municipality, who were trained, as well as municipal officials and other facilitators. 53 out of 59 wards completed their analysis.

The process further intends various implementation initiatives, but can already report on the key challenges and sectors of each ward. This was synthesised into a District-wide perspective and is attached as Addendum C. After consolidation of reports Municipal IDP Rep Forum meetings were held as follows:-

MUNICIPALITY	DATE OF THE REP FORUM
1. Kagisano LM	11 February 2008
2. Molopo LM	25 February 2008
3. Mamusa LM	14 March 2008
4. Naledi LM	19 March 2008
5. Greater Taung LM	25 March 2008
6. Lekwa Teemane LM	20 March 2008
7. Bophirma DM	26 March 2008

THE KEY ISSUES [SUMMARY]

Following from the CBP process the Key Issues are amended as follow:

TABLE 2

The Key Issues according to the people of Bophirima District

Priority	Sector Need	%
1	Social Amenities	18.7
2	Roads & Stormwater	16.1
3	Local Economic Development	11.7
4	Housing	9.2
5	Water	7.3
6	Education	6.2
7	Area Lighting	5.5
8	Health	4.8
8	Sanitation	4.8
10	Electricity	4.4

These priorities must obviously be viewed in the context of powers and functions and constitutional mandates. The obligation to provide water, for example, remains a higher budgetary consideration for Bophirima District Municipality than the need for roads. The District will however review its budget in the light of this re-prioritisation.

3.4 THE DEVELOPMENTAL CHALLENGES AS OUTLINED IN THE IDP HEARINGS, MAY 2005

- Vast rural area with a dispersed population creates challenges for the roll-out of infrastructural investment.
- The management of deteriorated overgrazed land in traditional authority areas.
- Heavy reliance on external grants without alternatives.
- Lack of intergovernmental cooperation and inadequate sector department support to district and local municipalities.
- Unresolved state-owned land especially land currently under the Department of Public Works, which could be released to municipalities to facilitate development.
- Land Reform and release of land for development. General delays in the release of state-land and land from traditional authority is leading to increased costs for communities and investors.

PART FOUR
VISION AND STRATEGIC DIRECTION

4.1 INTRODUCTION

Visioning is seen as the starting point of the strategising process. A Vision is described as *"an ideal of a future positioning or state of being. A place where you would like to be"*.

It is often said that vision should be somewhat dreamlike, and should *stretch* or *shift* the minds of the people. Strategy is what needs to be done to get there. The strategy takes us from the present to the desired future state.

4.2 VISION

The Vision provides the overall developmental direction of what the Bophirima District Municipal Area should become within the next 25 years for the local community, the political office bearers, the staff and the service providers of the Bophirima District Municipality [a review should be conducted on an annual basis or at least every 5 years]. The purpose of the Vision is to inspire, focus the attention and mobilize the local community, the political office bearers, the staff and the service providers of the Bophirima District Municipality in realizing the desired future for the Bophirima District Municipal Area.

The Vision reads as follows:

"To ensure the optimal utilisation of available resources for efficient, effective and sustainable service delivery and to develop our district into a significant agricultural area".

The Draft Bophirima Growth & Development Strategy has formulated common statements, pertaining to:

- The challenges; and
- The future.

This section focuses on revisiting the current strategic moves [thinking, decision-making, actions, interventions and development] path of the Bophirima District Municipality to ensure that the Bophirima District Municipality becomes developmental and gives effect to the ideal of developmental local governance.

The systemic approach and principles of sustainability and sustainable development needs to be unpacked, and a common understanding needs to be developed. The latter will become an extension of the Developmental and Spatial Vision of the Bophirima Municipal Area and will form the normative framework on which a common future strategy for Bophirima will be based.

4.3 THE STRATEGY

4.3.1 INTRODUCTION

Strategising [or a strategy] is about the future [or forward thinking] and comprises of amongst other things a vision.

The strategy indicates:

- Where do we want to be; and
- How do we get there?

Strategising [or a strategy] is about continuously responding to change [external and internal]. Strategising [or a strategy]:

- Reduces risks; and

- Provides a framework for implementation, monitoring and evaluation, and review.

4.3.2 STRATEGIC GOAL

The goal is to improve the quality of life of all the people of Bophirima. The latter can also be stated as follows: ***"A Better Life for All"***.

4.3.3 CORE STRATEGIES

The proposed Core Strategies for the Bophirima Intergovernmental Forum comprise of the following:

- **Core Strategy**
  Space [creating space for it all to happen by investing appropriately in the most appropriate locations (spatial restructuring, equity and efficiency)], focusing on:
  - Strategy : Determine the potential of all settlements and localities; and
  - Strategy: Determine the most appropriate form of investment [social (people) investment and/or fixed (infrastructural) investment] for all settlements and localities.

This Strategy is expanded upon in Volume Six: The Spatial Development Framework.

- **Core Strategy**
  Economy [creating the most appropriate opportunities for it all to happen in the most appropriate locations and spaces (economic growth, job creation and poverty eradication)]:
  - Strategy : Determine comparative advantages [strengthening continually], strengths [growing rapidly], weaknesses [tackling systematically], opportunities [promoting locally, nationally and internationally] and threats [managing wisely]; and
  - Strategy: Create opportunities for all [equitably].
- **Core Strategy**
  Governance [creating the most appropriate environment for it all to happen in a viable and sustainable manner (participative, transparent, accountable and developmental)]:
  - Strategy : Make co-operative governance a reality [pro-actively];
  - Strategy : Align across the spheres of government [actively];
  - Strategy : Co-ordinate interventions, implementation and delivery [diligently];
  - Strategy : Manage performance [constructively]; and
  - Strategy: Communicate [effectively].

- **The key strategies of the Bophirima Local Economic Development and Tourism Strategy, 2004 need specific attention:**
  - Unlock potential of agro-processing activities.
  - Establishment of quality and functioning incubators aimed at assisting BDM entrepreneurs specifically and geared to implementing BDM strategies.
  - Establish a programme to collect, manage and reward new business ideas.
  - Comprehensive Monitoring system of all LED initiatives.
  - Establishment of superior and unique tourism products / services and diversification of existing product.
  - Adoption of a black economic empowerment policy and set of regulations.
  - Improve the capacity and resource at district and local municipality level.
  - Provision of information dissemination mechanism, which will facilitate access by prospective entrepreneurs to provincial and national SMME assistance schemes.

- Establishment of a comprehensive market research function together with an aggressive marketing and promotional mechanism.
- Developing, branding and communicating and implementing the economic development strategy of the District.
- Commercialisation of informal farming sector, which requires infrastructure investment in water supplies.
- Support the small scale mining industry and the processing of diamonds in particular.
- Improve access and other bulk infrastructure**.**

 **Core Strategy **

Communication [communicating what is happening (diverse mediums, continuously and effectively)]:

- Strategy : Devise a communication strategy [inclusively];
- Strategy : Design and establish a web-site [interactively];
- Strategy : Circulate pamphlets and/or newsletters on critical key issues, strategic processes and interventions and performance [creatively];
- Strategy : Coordinate communication actions [actively];
- Strategy : Form communication partnerships [constructively]; and
- Strategy: Monitor the effectiveness of the communication strategy and review annually [continuously].

4.4 OUTCOME OF THE BOPHIRIMA GROWTH AND DEVELOPMENT SUMMIT

The outcome of the Summit is available in Volume Two and the works of the commissions still need to be refined. It is important to note that the agenda of the GDS is regarded as within the framework for strategic direction for Bophirima and that the important initiatives are already established. It is within these programmes that implementation and detail planning should receive attention and new initiatives not falling into this agenda should be carefully considered.

PART FIVE
INTEGRATED INSTITUTIONAL PROGRAMME

5.1 INTRODUCTION

This section deals with institutional intergovernmental arrangements and the BDM organisational structure.

5.2 INTERGOVERNMENTAL ARRANGEMENTS

5.2.1 NW PROVINCIAL EXECUTIVE COMMITTEE

The NW Provincial Growth and Development Strategy goal of halving unemployment and poverty by 2014 and the means to realise such is the focus of the debate. The Cluster System needs to be strengthened at a District Level, but at the same time BDM is of the opinion that the agenda should focus on Integrated Programmes and Projects at a District Level rather than dividing people into different 'sectors' for discussions.

5.2.2 BOPHIRIMA INTERGOVERNMENTAL FORUM (BIF)

Previously known as the Mayoral Forum, this forum is well established and deals predominantly with alignment of planning and monitoring of processes and systems. The Forum met with sector departments on 10 March 2008.

5.3 BOPHIRIMA DISTRICT MUNICIPAL ORGANOGRAM

The revised Bophirima Organogram is attached in Volume Two.

PART SIX
SPATIAL DEVELOPMENT FRAMEWORK

6.1 BACKGROUND

The Municipal Systems Act enjoins the municipality to include an SDF as part of the core components on the Integrated Development Plans. The Spatial Development Framework emanates from the broad legislative and policy environment in South Africa. A Spatial Development framework is intended firstly to provide general direction to guide decision-making and action over a multi-year period aimed at creating integrated and habitable cities, towns and other residential areas, and secondly to create a strategic framework for the formulation of an appropriate land-use management system.

The Bophirima SDF is intended as a co-ordinating tool for all the local municipalities within the district and therefore includes all the local programmes and projects. It has been developed on the basis of consultation with officials from the local municipality, the Bophirima district municipality, and provincial sector departments, and an examination of relevant documentation. In the first phase of this process a status quo report was developed. This included consideration of the municipality's IDP, and reference to a number of policies and strategies which have been developed to guide development in Bophirima district municipality, such as the district's IDP, the GDS and the LED strategy. In addition, a provincial perspective was obtained through examination of the Provincial Growth and Development Strategy and the NW Spatial Development Framework and Zoning Plan.

Several key national policies relating to spatial development have also been developed. Key among these is the National Spatial Development Perspective (NSDP). This serves to provide a spatial framework for, and strategic approach to, development across the country and, together with the relevant Provincial Growth and Development Strategy (PGDS), within provinces.

The NSDP recommends that government fixed investment be focused mainly in **areas with development potential** as these areas present the greatest possibility for both economic growth and poverty alleviation. "In **areas of limited potential**, the NSDP recommends that government takes an approach which ensures that citizens are provided with a package of essential services. Moreover, it is recommended that in these areas, government concentrates primarily on social investment, such as basic social infrastructure and human resource development, labour market intelligence and social grants be difficult to bring economic opportunities to these areas, but it cannot be assumed that economic growth in the major metropolitan centres will necessarily provide economic opportunities for those in these centres, or for new migrants.

6.2 THE NSDP/PGDS/IDP MATRIX

The NSDP provides an interpretation of the potential of different localities and sectors, while the PGDS and IDPs provide more rigorous assessments of potential by combining this with local knowledge and research. The IDPs should be linked to both the NSDP and PGDS and need to take account of both to achieve optimal developmental local government and service delivery (DPLG, 2004).

It should be considered at all three spheres of government, and by all organs of state when doing their planning and budgeting to ensure greater spatial coordination and integration in infrastructure investment and development spending.

The relationship between the PGDS, IDPs and the NSDP should be around the aspect of **highlighting**

development potential in district/metros and more broadly in provinces. The **NSDP should contain a summary of development potential per district/metro** that would allow various government departments and agencies to engage with different districts and metros through having a **better understanding of potential and dynamics** in each area (a process currently underway in Bophirima). The BSDF takes queue as well from the Provincial Growth and Development Strategy and the North West Spatial development Framework and Zoning Plan.

The North West SDF and Zoning plan categorised all Municipalities in terms of their absolute potential and needs in line with the NSDP. Related to the NSDP principle that future settlement and economic development opportunities should be channelled into areas that are adjacent to or link up with the main growth centres, note was taken of locational advantage of North West Province with regard to its proximity to Gauteng Province. It is also apparent that North West Province has a limited potential towards the west. It recommends that the province needs to strengthen its growth and development potential by promoting corridors that link up with Gauteng Province, and promoting the East-West Corridor through the Platinum Corridor within North West Province with Botswana/Namibia and Maputo. Three Spatial Development Initiatives have therefore been launched to strengthen potential Activity Corridor links in North West Province, and create a diamond of competitive advantage within North West Province. The two corridors affecting the Bophirima District include:

Western Frontier SDI (N18/R27/R47) Stella-Vryburg-Taung

- The Vryburg beef project (goats, chickens and pigs – down stream industries)
- The Taung integrated sustainable project (irrigation and related industries)
- Tourism conservancy (at Molopo Nature Reserve, including rock art)

Treasurer's Route SDI (N12) Bloemhof – Christiana

- Agro-industrial development and irrigation scheme in Christiana
- Beef/goat and piggery project in Bloemhof area
- Upgrading of the N12

6.3 BOPHIRIMA DISTRICT MUNICIPALITY: SPATIAL ANALYSIS

Bophirima District Municipal Area is located in the western areas of the North West Province. Spatially, the economy shows significant disparities between the eastern and western areas. The areas with the lowest poverty rates, but highest numbers of people living in poverty, highest incomes and best growth experience and prospects are found towards the eastern parts of the North West Province. These are also the areas experiencing the highest population densities, and inflow of migrants. The nature of economic activity in these eastern areas however, often place significant strain on natural resources, due to the adverse environmental spillover effects of the mining, manufacturing and transport.

The Spatial patterns in the district were moulded by the impacts of apartheid, which lead to distorted settlement including:

- Badly situated dormitory areas
- Overcrowded and degraded agricultural land in former homeland areas
- Inequalities due to the group areas act
- Disparity in service provision

6.4 DEVELOPMENT PRINCIPLES

Although not encapsulated directly in legislation or policy, the following development principles which

should be fundamental to development planning in Bophirima have been identified by key stakeholders in workshops conducted for this status quo report:

- Development footprints
- High priority integrated service delivery
- Multi-purpose service centres - schools, library, sports facilities, hall
- Control of invasion needed for effective long term planning
- Economic dynamics and linkages
- Sustainability
- Rural-urban distinctions
- Sustainable Livelihoods
- Improve performance of existing key towns/settlements
- Need to understand the nature of the rural in Bophirima
- Role of government in terms of grants, spending, dominance in the economy
- IGR - may need more rigorous regulations in place, e.g. schools/water - role for civil society
- Current funding model for local government needs to be revisited
- Land issues - communal land, conversion of agricultural to residential - in situ planning; limited forward planning

To effect the principles contained in the NSDP, the following methods were employed in the BGDP to assess the potential of the Bophirima District Municipal Area.

- Economic Potential Ranking
- Economic Needs Ranking

Basic economic needs were measured using the following indicators

- Unemployment
- Poverty
- Human development index
- Infrastructure availability

The EPR and ENR were combined to generate the Priority Investment Areas (PIA). The PIA matrix resulted in the following:

Lekwa Teemane and Naledi	Have medium economic potential, and low socio-economic need(priority 2 investment area)
Grater Taung , Kagisano and Mamusa	Medium economic potential and medium socio economic (priority 2 investment area)
Molopo	Low economic potential and low socio economic need(priotity 3 investment area)

Just as the types and returns on investment will differ in these different Municipal Areas, so the best economic development strategy/ approach will differ between these areas.

6.5 KEY SPATIAL OBJECTIVES

The following objectives will be discussed under three main themes, namely:

- Desired pattern of land use;
- Spatial reconstruction and;
- Location and nature of development.

Spatial Reconstruction

This objective speaks to the need to create viable sustainable communities within the district by rectifying the existing apartheid spatial patterns within the district through the promotion of development and settlement in more resourced and economically viable areas of the district. This objective also includes the integration of existing settlements to make them more sustainable.

The optimal utilization of natural resources

This objective speaks to the need to optimise the sustainability of existing natural resources through the development of appropriate development in areas that have the available natural resources to support such developments.

Effective and sustainable basic service delivery

To ensure that the constitutional obligations of the municipality are met in terms of the provision of basic services to all the residents of the district in the most economically sustainable manner possible. Given the vastness of the district and density disparities, it will be necessary to vary the level of basic service provision in different areas based on budgetary constraints and availability of resources such as water.

Development of the district into a significant agricultural area.

This objective is to optimise the existing comparative advantages of this district, namely agriculture. The district has significant cattle and wildlife farming as well as areas of intensive arable framing potential through irrigation. These comparative advantages need to be exploited through strategic targeted public investments with supporting private sector investment around supporting infrastructure, development and maintenance of existing infrastructure.

Improved access to Social Services

While there is a fair distribution of social facilities in the district there is still a need to improve people's access to these facilities. This will need a cross-sectoral approach with respect to roads, transport infrastructure as well as the alternative ways of delivering these services. These alternative means include multi-purpose centres, combined services with existing facilities.

Improve the skills base of the district

Given the limited economic and development opportunities in some parts of the district, there is a need to develop the skills of residents to enable and capacitate them to move further a field if necessary to acquire income opportunities.

6.6 STRATEGIES AND POLICIES

Strategies on how to implement the above objectives for the Bophirima District will now be outlined under the three broad programme areas defined by the legislative requirements for an SDF.

Desired Spatial Patterns

When considering the desired spatial patterns in the district it is clear that due to the dire shortage of water in the district, particularly the western portions of the district, the development potential of various locals within the district cannot be assessed on economic and human potential alone. While accepting the broad tenants of the NSDP approach of assessing development potential, there is a strong argument in the district context to emphasis a natural resource potential approach in the preparation of the district SDF. Therefore in terms of desired settlement and land use patterns people should be encouraged to settle in areas of the district that have natural resources and potential economic opportunities to accommodate additional residents, thus enabling people to make rational choices about their location beyond the constraints of the apartheid spatial legacy. This should over time enable people to gravitate to areas of opportunity and thereby a gradual spatial reconstruction of the district.

Linked to this enablement is the need to meet the constitutional right to basic services of residents, skills development, the appropriate provision of social services and the development/reinforcement of a sustainable economic base in the district.

To this end, the pattern and types of land uses should ensure that they are supported by the available natural resources. With regard to human access to basic services such as water, developments should be determined on the basis of availability of local water resources and furthermore, human access to this water should be prioritized

after which agricultural activities should be determined in relation to the availability of water. In areas of scarce resources appropriate low levels of services should be provided. This would also apply to other non-residential land uses such as manufacturing, and other water intensive land uses. Therefore the following specific strategies are proposed:

- Further developments of a residential nature should be discouraged through the limitations on service provision in areas of scarce natural resources.
- Further non-residential developments and land use activities should be restricted in areas where their impacts have a negative impact on the natural resources, i.e. high water utilization activities.
- The appropriate provision of services in an effective and sustainable manner (i.e. lower levels of service) in order to meet basic humans needs in areas of lower natural resource potential, i.e. those areas in Kagisano and Molopo and some areas of Taung;
- The appropriate delivery of services to encourage denser settlement of residents in the existing fragmented rural settlements through a incremental delivery system starting with higher density areas;
- The undertaking of appropriate farming types and methods in relation to the availability of natural resources;
- In areas in which resource potential is medium to high, future economic growth should be carefully managed in order not to further exacerbate environmental vulnerabilities;
- The further concentration of people in need in areas of low potential should not be encouraged and where possible, people should be assisted through social investment (e.g. skills training) to become more mobile so that they may choose to move out of such areas;
- Future economic growth should primarily be explored in those areas with a medium to high resource base and medium to high human need where there may be economic potential to be exploited.

Spatial Reconstruction

With regard to spatial reconstruction it became apparent at the workshops held in the district that essentially the fragmented settlements emanating from the apartheid era are there to stay, (at least for this planning period). This leaves limited scope for meaningful spatial reconstruction in the previous ‘homeland’ areas in the short to medium term. However, in the traditional towns of the district (Vryburg etc.) there is scope for significant spatial reconstruction in the development of new residential areas, upgrading of infrastructure and services in the ‘township’ areas etc.

Another area of reconstruction relates to the upgrade of key access routes, and improved public transport facilities and operations to improve people’s access through the district.

To this end the following specific strategies are proposed:

- The upgrading of services to basic service levels (as stipulated in terms of the district's constitutional obligations) in the settlements of greatest need i.e. previous 'homeland' fragmented settlements i.e. those in Kagisano and Greater Taung, in an appropriate cost effective manner;
- Integration of urban settlements, 'township' areas and 'previous white towns' e.g. Bloemhof and Boitemelong etc.;
- Maintenance of old town centres in the interest of all the residents of the towns in order to maximise the utilisation if existing infrastructure and facilities through the Nodal Regeneration Programmes;
- Upgrading of access routes between areas of low potential and those of high potential.

Location and nature of development

As discussed earlier the location and nature of new developments should be in accordance with the NSDP and BGDS principles with a focus on natural resource availability within the district. However, in terms of settlement patterns we feel that the proposed hierarchy of nodes proposed by the NWSDF&ZP, is not fully applicable to the Bophirima District. The nodal hierarchy is more applicable to the formal towns located on the proposed SDI corridors than the settlements within the previous homeland areas. The traditional spatial pattern in the areas of Kagisano and Greater Taung suggest a cluster type pattern rather than a specific hierarchical nodal pattern with regards to the provision of social facilities and retail land uses.

In line with this pattern of settlement appropriate levels of financial services and retail activities need to be encouraged to maximise the use of grant funding flowing into the areas. Related to this, in accordance with the NSDP and BDGS, in localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence – will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities. Precisely what these social transfers and human resource development factors are will be explored in the strategic phase of the project.

With regard to economic developments, key issues exist around access to land for pastoral farming, particularly in the traditional areas where communal grazing areas are too small to support the amount of livestock. To this end appropriate services and infrastructure needs to be developed in accordance with any expansion of pastoral activities.

In accordance with the NSDP and BGDS, Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens [such as water, sanitation, as well as health and educational facilities], should be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities. These areas being located along the two SDI corridors running through the district. Furthermore, such investment can be expected to attract increased migration from neighbouring lower potential areas. Therefore additional infrastructure and services needs to be planned for this influx.

In light of the above the following specific strategies are proposed:

- The distribution and delivery of services and facilities in the fragmented settlements i.e. those in Kagisano and Greater Taung, should be done in an appropriate manner responding to the existing settlement patterns, with encouragement towards densification, i.e. through the clustering of facilities so as to ensure the maximum number of people have equal access to at least some facilities.
- Land reform projects should focus on food security for the most impoverished communities within the district and be implemented in a manner that ensures natural resource usage is sustainable and affordable;
- Land reform projects should also attempt to achieve agglomeration and economies of scale through the concentration of projects in particular localities adjoining each other.
- Local economic activities should be focused on maximisation of grant funds and training in areas of low potential;
- Settlements identified as high potential areas i.e. along the SDI routes should be provided with fixed investments in a sustainable and strategic manner to enhance private sector investment;
- All formal towns should be integrated physically with their surrounding 'township' areas with regard to the development of housing and ancillary land uses.

6.7 ECONOMIC POTENTIAL AND AREA CLASSIFICATION

The BDGS goes further to identify various potential mixes and their tailored type of economic development approach. (BDGS, 2005). The following recommendations are made to link it with the broader of the strategy i.e :

- Vryburg, Taung and Stella is located on the Western Frontier Corridor [R27] [SDI], and Bloemhof and Christiana are located on the Treasure Corridor [N12] SDI. Vryburg should be developed as a Secondary Regional Centre;
- Taung, Schweizer-Reneke, Bloemhof and Christiana should be developed as Tertiary Regional Centres;
- Stella and Morokweng should be developed as Local Service Centres;
- Naledi, Greater Taung, Mamusa and Lekwa-Teemane falls within the Extensive Agricultural Development Zone [mixed, cattle, game, wheat, maize farming]. Investment and economic activity should be focused on the latter;
- Kagisano and Molopo fall within the Cattle/Game Farming Development Zone. Investment and economic activity should be focused on the latter; and
- Portions of Kagisano and Molopo fall within the Potential Tourism/Recreational Development Zones. Investment and economic activity should be focused on the latter (Growth and Development Strategy 2006, p.35)

The table below indicates an overview of the categories and nature of proposed spatial interventions, their locality and the broad expenditure framework associated with it including spatial programmes and projects.

Category and Nature of Interventions, locality and Capital Expenditure

Category of Intervention	Nature of Intervention	Locality	Nature of Expenditure
Local Government & Planning			
Priority Areas for the containment of sprawl of towns	A temporary urban edge needs to be delineated around the larger towns, beyond which development may not occur. Existing buffer areas need to be prioritized	Taung; Christiana, Bloemhof; Schweizer-Reneke; Vryburg.	DPLG grant funding
Secondary areas for supporting urban settlements	Smaller settlements need to be supported through prioritized public spending and initiatives to attract private investment	Amalia; Glaudina; Migdol; Stella; Ganyesa	Capital expenditure for social facilities
Roads and Transport			
Priority Routes	These roads are to be prioritized with regard to new roads, tarring/ upgrading or maintenance	Routes aligned with the provincial investment corridors as well as routes that are important local commuter or produce routes. • Vryburg – Schweizer Reneke – Wolmaranstad • Schweizer Reneke – Bloemhof • Vryburg – Ganyesa • Schweizer Reneke – Delareyville • Schweizer Reneke - Christiana	Capital and maintenance budget over 5 years
Secondary Routes	These roads should be prioritised for maintenance	• Ganyesa – • Christiana – Jan Klerksdorp • Schweizer Reneke – Pudimore • New road from Amalia to Vryburg	Maintenance Budget
Minor Routes	Limited occasional maintenance	Priorities are: • school access roads • access roads to major cattle farms / land reform projects • Gravel roads within townships	Maintenance Budget
Water			
High Priority Areas:	Need for ground water purification with interim alterative water sources for basic services prioritization of infrastructure maintenance and upgrading Seek alternative development options - relocation	Areas of severe water shortage with ground water contamination, high demand and inadequate sanitation Morokweng, Ganyesa, Tlakgameng.	District capital budget

Category of Intervention	Nature of Intervention	Locality	Nature of Expenditure
Medium priority areas	Infrastructure maintenance and bulk expansion	Areas of water supply shortages due to inadequate infrastructure and increased demand Taung, Schweizer-Reneke, Vryburg,	Maintenance budget
Low Priority area	Only provision of basic services	Areas of either limited water shortage or limited demand	District capital budget
Sanitation			
High Priority Areas:	Densification of settlements and development of off site disposal system	Areas where there is water supply but limited sanitation and ground water contamination Ganyesa, Tlakgameng, Morokweng	Capital and operation budget
Medium priority areas	Research to identify alternative waste disposal mechanisms for the area	Areas where there is water supply and adequate levels of sanitation but growing demand	As above
Low Priority area	Monitoring of ground water quality	Areas of water supply through bore holes and sparse human settlement	As above
Solid Waste			
High Priority Areas:	Closure and relocation of solid waste dumps sites	Areas where there are waste sites currently contaminating ground and surface water resources Bloemhof and Christiana – contamination of Vaal River	Capital and operation budget
High Priority Areas:	Closure and relocation of solid waste dumps sites	Areas where there are waste sites currently contaminating ground and surface water resources Bloemhof and Christiana – contamination of Vaal River	Capital and operation budget
Medium priority areas	Implementation of mitigating mechanisms to reduce visual impacts	Areas of negative visual impact but limited ecological impact Vryburg, Schweizer-Reneke, Ganeysia	Operational budget
Low Priority area	Monitoring of waste dumps	Areas of low settlement density and minimum waste accummulation, where waste disposal sites are having a limited visual or	Operational budget
Electricity			
High priority Areas	Prioritisation of bulk supply with distribution expansion	Areas of limited supply due to no infrastructure but growing demand, particularly for economic purposes	Capital and operation budget
Medium Priority	Expansion and Upgrading of distribution network	Areas with unstable electricity supply due lack of distribution system, re. residential usage	Capital and operation budget
Low Priority	Identification of alternative energy sources	Areas without bulk supply with limited demand	Operational budget

Category of Intervention	Nature of Intervention	Locality	Nature of Expenditure
Education			
Areas of least provision	Additional facilities need to be investigated/developed	Where there is demand but no facilities	Capital budget
Areas of fair provision	Upgrade of facilities	Areas where there is a fair distribution but quality of facilities needs to be upgraded	Capital and operation budget
Areas of adequate provision	Maintenance of facilities	Areas where there is a fair quality and distribution of facilities.	Operational budget
Health			
Areas of least provision	Additional facilities need to be investigated/developed	Where there is demand but no facilities	Capital and operation budget
Areas of fair provision	Upgrade of facilities	Areas where there is a fair distribution but quality of facilities needs to be upgraded	As above
Areas of adequate provision	Maintenance of facilities	Areas where there is a fair quality and distribution of facilities.	As above
Housing and Settlements:			
Growth Points	Prioritisation of infrastructure, densification/infill development	Urban nodes where there is basic infrastructure and facilities for future expansion of both population and economic opportunities, only requiring relatively limited infrastructure expansion and maintenance. Also areas of highest population influx.	Capital budget
Centres of maintenance	Basic service provision and maintenance of services. Some of these centres may require formalization in terms of tenure upgrades etc.	Urban nodes where there is limited influx of population but a need to meet basic service demands	Capital and operation budget
Consolidation of clusters	Ensure basic service provision and a sharing of community facilities amongst the clusters. Delimitation of development expansion through densification.	Fragmented Peri-urban settlements in relatively close proximity (10km)	Capital and operation budget
Social Development			
Areas of poor access	Ensure the development of these social services Undertake feasibility of multi-purpose centres	Areas which demonstrate a poor distribution of certain public facilities - Morokweng	Capital budget
Facilities for Upgrading	Prioritise facilities for upgrading	Areas where there is a fair distribution of public facilities but where a degree of upgrading is required	Capital and operation budget
Facilities for maintenance	Prioritise facilities for maintenance	Areas of good public facilities distribution and fair quality of facilities	Operational budget

Category of Intervention	Nature of Intervention	Locality	Nature of Expenditure
Environment and Conservation			
High Value Areas	These areas should be conserved and no development should be permitted in these areas	These include all riverine areas, particularly the Vaal,	Funds needed for environmental management
Medium Value areas	These areas should be conserved and only restricted development should be permitted	Mainly in the western areas of the district	see above
Degraded Areas/Special care areas	Areas should be rehabilitated.	Mainly in Kagisano and parts of Greater Taung	see above
Agriculture:			
Low Intensity Arable agriculture	Game farming, low intensity cattle	In areas of low water availability/poor infrastructure – North western areas	capital expenditure on roads and infrastructure to support this
Medium Intensity Agriculture	Game/pastoral.arable dry crop farming	In areas of average water availability, fair market access, fair road access -	capital expenditure on roads and infrastructure to support this
High intensity agriculture	Feed lots, irrigation farming	Access to water, good access to main routes and to markets	See above
Economic Development & Tourism			
High Potential Areas	Services need to be prioritised to these areas	Those areas that have a high natural resource base or comparative advantage, infrastructure and human resources	Capital expenditure for services Capital expenditure for services
Medium Potential Areas	Secondary priority areas for services	Those areas that have a medium natural resource base or comparative advantage, infrastructure and human resources	Capital and operation budget
Low Economic Potential	Basic services need to be supplied to these areas, and a skills development strategy implemented.	Those areas that have a limited/no natural resource base or comparative advantage, infrastructure and human resources	Capital expenditure for services Depart. of Labour funds for the skills development strategy
Public Works			
See Education and health above.			
Land Affairs			
High potential areas for land reform	Need to acquire suitable tracts of land. In the cases for cattle farming these farms need to be a minimum of 1000ha. Need to identify tracts of land adjoining one another for agglomeration purposes.	Accessible land, high agricultural potential, good access to water, good access to major routes to markets, potential for conglomeration with other land reform projects	Funding needed from Depart. of Land Affairs for the land. Funding needed from the department of labour and Agriculture for training of beneficiaries.
Medium to poor potential areas for land reform	Need to acquire suitable tracts of land.	Very accessible land, high demand from communities, access to water, some low intensity agricultural potential	As above

6.9 CONCLUSION

The Bophirima SDF certainly provides a direction in terms of economic investment, development and sustainability. Read with the BGDS it provides a sound basis for more dialogue around the economic niche of the district and how best the district can support the local municipalities to aggregate the economic impact. The SDF must be used to also redirect infrastructure investment and undo the apartheid space economy. It assists with strategies to maximise the use of natural resources in a sustainable manner.

PART SEVEN
FIVE-YEAR ACTION PROGRAMME

7.1 INTRODUCTION

This section deals with the 5 year implementation plan of Bophirima DM.

7.2 BOPHIRIMA DISTRICT MUNICIPALITY

7.2.1 PROGRAMMES AND PROJECTS TO BE INCLUDED IN THE THREE YEAR MTEF BUDGET

The projects 2007-2010 are attached in Volume Four and align to the budget. After the draft IDP and budgets were tabled further debate occurred and changes to the programmes and projects were made. The IDP extract from the budget in this regard as one integrated process were followed and it don't make sense to maintain separate planning and budgeting documents in this regard.

PART EIGHT

KNOWN GOVERNMENTAL BUDGETED PROGRAMMES & PROJECTS

Attached in Volume Five all known provincial projects and programmes as presented at the IDP Representative Forum (26 May 2008).

Bophirima District Municipality made it known that the sector departments should submit their known projects in a format that they want it to appear in the IDP and do not take responsibility for the appearance, grammar or numerical errors that might be contained in these documents.

The following departments made submissions to the IDP Representative Forum:

- Department of Health
- Departments of Transport ,Roads & Community Safety
- Department of Land Affairs
- Department of Education
- Department of Labour
- Department of Social Development
- Department of Sports Arts and Culture
- SEDA
- Department of Developmental Local Government & Housing

The following departments made submissions at the District IGR forum (10 March 2008), but not to the IDP Rep Forum:

- Department of Agriculture
- South African Social Security Agency SASSA
- Department of Justice

The following departments did not make any submission:

- Department of Local Economic Development
- DACE (Environmental Unit)
- DDLGH(Housing Unit)
- South African Police Services
- ESKOM
- Department of Correctional Services
- Department of Home Affairs

All information received will be verified with the Office of the Premier (Promise System) and will be consolidated and amended before adoption in May 2008. The presentations are included in VOLUME FIVE (REVISION COMPONENT).

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PART NINE
DISASTER MANAGEMENT PLAN

Disaster Management in Bophirima District Municipality entered a new era when the process commenced with the adoption of a new policy framework for managing incidents and disasters. The sequence of events unfolded through discussion documents that will form the foundation of the reviewed disaster management plan for the district.

During the above process, possibly the most significant change in mindset devolved from the perspective of recognizing disaster management as a unique discipline requiring disaster management practitioners to think differently about disaster management per se. **No longer can it be viewed as primarily a rare occurrence managed by reactive emergency rescue or support services but it requires a pro-active approach of planning for and mitigating the effects of occurrences.** The National Government policy pursues the above constitutional obligations and gives effect to various rights contained in the bill of rights to the constitution.

The fundamental approaches to disaster management therefore focus on reducing risk. This requires a significantly improved capacity to track, monitor and disseminate information phenomena and activities that trigger disaster events. It implies an increased commitment to strategies to prevent disasters and mitigate their severity. Finally, it integrate a risk reduction strategy into existing and future policies, plans and projects of national, provincial and local government as well as procedures and practices of the private sector.

The framework impacts in one form or another on the institutional arrangements, service functions and operational requirements pertaining to the planning for disaster management, dealing with the types of disasters and specific incidents and reconstruction after disasters occur. Transformation and change will always be a challenge itself. Personnel who are affected by changes brought about by legislation, policy or operational requirements are always uncertain of their future and thus the natural tendency to resist change continues to dominate. Change management processes need to be embarked upon long before actual change processes are undertaken to create the necessary paradigm shift, vision and internalized will to embrace the future. Too little attention is sometimes given to this critical phase in changes that need to be brought about.

The organizational and operational capacity will be established and this impact not only on the daily operational requirements, but also on the delivery process where backlogs in services need to be, addressed. Institutional require substantial support to ensure that they become viable and fulfil the legal mandates that have been assigned.

The adopted Bophirima Disaster Management Plan, 2008 deal with the following Key Performance Indicators:

- Institutional Capacity for Disaster Management Within the Bophirima District Municipality
- Risk Assessment and Monitoring
- Disaster Risk Reduction; and
- Disaster Response, Recovery, Rehabilitation and Reconstruction

The entire plan including enablers to deal with objectives are available as Volume Seven of the IDP.

PART TEN
WATER SERVICE DEVELOPMENT PLAN

10.1 OVERVIEW

The Water Service Development Plan is adopted as Volume Ten of the IDP. Some of the key aspects are described in this part:

Only 46% of the people in Bophirima are served with water while with 54% still needs to be served. In estimating these water backlogs, the following assumptions have been applied:

- People with piped and borehole water within 200m are deemed to be served;
- People sourcing water form springs, rainwater tanks, streams, rivers, dams or water vendors are deemed to be unserved.

In terms of sanitation 59% of the people are still to be served. In estimating these sanitation backlogs, the following assumptions have been applied in the WSDP:

- People with flush toilets, septic tanks, chemical toilets or VIP latrines are deemed to be served;
- People using unventilated pit latrines, buckets or no infrastructure are deemed to be unserved.

The WSDP estimate the cost to eradicate the water backlog to be R792.9m and to eradicate the sanitation backlog R265.8m. It is important to note that the WSDP use a total population figure of 495 000 and that this figure is now questioned by the Community Stats Survey, 2007 which estimate the population size at 350 000.

It is also noted that the eventual backlog eradication cost will heavily influenced by:

- Detailed scheme designs
- Grouping and phasing of scheme implementation
- Inflation
- Timing and duration of backlog eradication.

Backlog eradication is not the only substantial challenge facing the Bophirima District Municipality. Much of the existing water and sanitation infrastructure is not adequately maintained and, in many cases is not functioning. Ongoing refurbishment and maintenance is therefore a priority for sustainable water services delivery.

The backlog figures should therefore be considered in the light of this situation. The backlog figures represent the population that is unserved by water or sanitation schemes. Those "served" are not necessarily benefiting from a fully functional and operational water service, though they do live in the area covered by some sort of formal scheme.

10.2 OUTLINE OF WSDP & KEY ASPECTS

Chapter 1 provides a *Socio-Economic Profile* for Bophirima District Municipality.

Chapter 2 provides a *Service Level Profile* for Bophirima District Municipality.
The chapter summarises existing and projected service levels for the following categories of water consumers:

- Residential Consumers (urban and rural)
- Public Institutions and Dry Industries
- Wet Industries
- Raw Water Consumers (urban and rural)

Chapter 3 provides a *Water Resouce Profile* for Bophirima District Municipality. This chapter is

closely related to Chapter 6: Water Balance; but where the Water Balance deals with total amounts of water in the District, this chapter deals with the utilised water resource.
This chapter summarises future trends, strategic gaps and implementation strategies that the District Municipality requires to manage the use of the natural water resource, including:

- The need for an effective water quality monitoring system
- The need for an effective groundwater abstraction permit and monitoring system.

Chapter 4 provides an overview of the importance of *Water Conservation and Demand Management*. Bophirima District Municipality does not have a Water Conservation and Demand Management Strategy in place which made reporting of this section difficult.
This chapter looks at possible water resource management interventions that could be implemented by the Municipality to conserve water through the management of unnecessary water demand.

Chapter 5 provides an overview of *water services infrastructure* in Bophirima District Municipality.
This chapter summarises future trends, strategic gaps and implementation strategies that the District Municipality requires to address water services infrastructure delivery.

Chapter 6 provides a *water balance* for Bophirima District Municipality, which is an important step in the process of understanding the functioning of a water supply system. A first order water balance as prepared by the Department of Water Affairs and Forestry, was used to prepare the water balance for Bophirima District Municipality.
The chapter also summarises future trends, strategic gaps and implementation strategies that the District Municipality could use to monitor the water balance situation.

Chapter 7 provides an overview of the *Water Services Insitutional Arrangements* in the Bophirima District Municipality.
The strategy for implementing new water services insittutional arrangements will largely depend on the outcome of the Section 78 assessment into Water Services Provision mechanisms that is currently underway.

Chapter 8 provides an overview of the *Custormer Service Profile* for Bophirima District Municipality. Unfortunately accurated detail data is not available which makes reporting on this section difficult. Once Bophirma District Municipality gets a history of data, the tables will be presented with 5 years of data as required in the WSDP guidelines.

Chapter 9 provides an overview of the *Financial Profile* of Bophirima District Municipality.
This chapter looks at the current tariff structures within the District Municipality.

Chapter 10 provides a *water and sanitation project list* with cashflows for Bophirima District Municipality. This ist includes:

- Projects with committed Municipal Infrastructure Grant funding
- Projects and initiatives included in the Water Services Development Plan.

PART ELEVEN
RISK MANAGEMENT STRATEGY

The Risk Management Strategy is contained in Volume Eleven of the IDP.

11.1 THE PREMISE OF RISK MANAGEMENT

The underlying premise of enterprise risk management is that every entity exists to provide value for its stakeholders. All entities face uncertainty and the challenge for management is to determine how much uncertainty to accept as it strives to grow stakeholder value. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value. Enterprise risk management enables management to effectively deal with uncertainty and associate risk and opportunity, enhancing the capacity to build value.

Value is maximized when management sets strategy and objectives to strike an optimal balance between growth and return goals and related risks, and efficiently and effectively deploys resources in pursuit of the entity's objectives. Enterprise risk management accompanies:

- Aligning risk appetite and strategy – Management considers the entity's risk appetite in evaluating strategic alternatives, setting related objectives, and developing mechanism to manage related risks.
- Enhancing risks response decisions – Enterprise risk management provides the right to identify and select among alterative risk responses – risk avoidance, reduction, sharing and acceptance.
- Reducing operational surprises and losses – Entities gain enhanced capability to identify potential events and establish responses, reducing surprises and associate costs or losses.
- Identifying and managing multiple and cross-enterprise risk – Every enterprise faces a myriad of risks affecting different parts of the organisation, and enterprise risk management facilitates effective response to the interrelated impacts, and integrated responses to multiple risk.
- Seizing opportunities – By considering a full range of potential events, management is positioned to identify and proactively realize opportunities.
- Improving deployment of capital – Obtaining robust risk information allows management to effectively assess overall capital needs an enhance capital allocation.

These capabilities inherent in enterprise risk management help management achieve the entity's performance and profitability targets and prevent loss of resources. Enterprise risk management helps ensure effective reporting and compliance with laws and regulations, and helps avoid damage to the entity's reputation and associated consequences. In sum, enterprise risk management helps avoid an entity get to where it wants to go and avoid pitfalls and surprises along the way.

11.2 EVENTS – RISK AND OPPORTUNITIES

Events can have a negative impact, positive, or both. Events with a negative impact represent risks, which can prevent valued value creation or erode existing value. Events with positive impact may offset negative impacts or represent opportunities. Opportunities are the possibility that an event will occur and positively affect the achievement of objectives, supporting value creation or preservation. Management channels opportunities back to its strategy or objecting setting processes, formulating plans to seize the opportunities.

11.3 ENTERPRISE RISK MANAGEMENT DEFINED.

Enterprise risk management deals with risks and opportunities affecting value creation or preservation, defined as follows:

> Enterprise risk management is a process, affected by ad entity's board of directors, management and other personnel, applied in strategy setting and across the enterprise, designed to identify potential that may affect the entity, and manage risk to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives.

The definition reflects certain fundamental concept. Enterprise risk management is:

- A process, ongoing and flowing through and entity
- Affected by people at every level of an organisation
- Applied in strategy setting
- Applied across the enterprise, at every level and unit, and includes taking an entity level portfolio view of risk
- Designed to identity potential events that, if they occur, will affect the entity and to manage risk appetite
- Able to provide reasonable assurance to an entity's management and board of directors
- Geared to achievement of objectives in one or more separate but overlapping categories.

This definition is purposefully broad. It captures key concepts fundamental to how companies and other organizations manage risk, providing a basis for application across organizations, industries, and sectors. It focuses directly on achievement of objectives established by a particular entity and provides a basis for defining enterprise risk management effectiveness.

11.4 ACHIEVEMENT OF OBJECTIVES

Within the context of and entity's established mission or vision, management establishes strategic objectives, select strategy, and sets aligned objectives cascading through the enterprise. This enterprise risk management framework is geared to achieving an entity's objectives, set forth in four categories:

- Strategic – high level goals, aligned with and supporting its mission
- Operations – effective and efficient use of its resources
- Reporting – reliability or reporting
- Compliance – compliance with applicable laws and regulations

This categorization of entity objectives allows a focus on separate aspects of risk management. These distinct but overlapping categories – a particular objective can fall into more than one category – address different executives. This categorization also allows distinctions between what can be expected from each category of objectives. Another category, safeguarding of resources, used by some entities, also is described.

Because objectives relating to reliability of reporting and compliance with laws and regulations are within the entity's control, enterprise risk management can be expected to provide reasonable assurance of achieving those objectives. Achievement of strategic objectives and objectives, however is subject to external events not always within the entity's control; accordingly, for these objectives, enterprise risk management can provide reasonable assurance that management, and the board on its oversight role, are made aware, in a timely manner,

of the extent to which the entity is moving towards achievement of the objectives.

11.5 COMPONENTS OF ENTERPRISE RISK MANAGEMENT

Enterprise risk management consists of eight interrelated components. These are derived from the way management runs an enterprise and are integrated with the management process. These components are:

Internal Environment – The internal environment encompasses the tone of and organization, and sets the basis for how risk is viewed and addressed by an entity's people, including risk management philosophy and risk appetite, integrity and ethical values, an environment in which they operate.

Objective setting – objectives must exist before management can identify potential events affecting their achievement. Enterprise risk management ensures that management has in place a process to set objectives and that the chosen objectives support and align with the entity's mission and are consistent with its risk appetite.

- Event Identification – Internal and external events affecting achievements of an entity's objectives must be identified, distinguishing between risks and opportunities. Opportunities are channeled back to management's strategy or objective-setting processes.
- Risk assessment – Risks are analyzed, considering likelihood and impact, as a basis for determining how they should be managed. Risks are assessed on an inherent and a residual basis.
- Risk response – Management select risk responses – avoiding, accepting, reducing, or sharing risk – developing a set of actions to align risks with the entity's risk tolerances and risk appetite
- Control Activities – Policies and procedures are established and implemented to help ensure the risk responses are effectively carried out.
- Information and communication – Relevant information is identified, captured, and communicated in a form and timeframe that enable people to carry out their responsibilities. Effective communication also occurs in a broader sense, flowing down, across and up the entity.
- Monitoring – The entirety of enterprise risk management is monitored and modifications made as necessary. Monitoring is accomplished through ongoing management activities, separate evaluations, or both.

Enterprise risk management is not strictly a serial process, where one component affects only the next. It is a multidirectional, iterative process in which almost any components any components can and influence another.

11.6 RELATIONSHIP OF OBJECTIVES AND COMPONENTS

There is a direct relationship between objectives, which are what an entity strives to achieve, and enterprise risk management components, which represent what is needed to achieve them. The relationship is depicted in a three-dimensional matrix in a form of a cube.

11.7 EFFECTIVENESS

Determining whether an entity's enterprise risk management is "effective" is a judgment resulting from an assessment of whether the eight components are present and functioning effectively.

Thus, the components are also criteria for effective enterprise risk management. For the components to be present and functioning properly there can be no material weakness, and risk needs to have been brought within the risk appetite.

When enterprise risk management is determined to be effective in each of the four categories of objectives, respectively, the board of directors and management has reasonable assurance that they understand the extent to which the entity's strategic and operations objectives are being achieved, and that the entity's reporting is reliable and applicable laws and regulations are being complied with.

The eight components will not function identically in every entity. Application in small and mid-size entities, for example, may be less formal and less structured. Nonetheless, small entities still can have effective enterprise risk management, as long as each of the components is present and functioning properly.

11.8 LIMITATIONS

While enterprise risk management provides important benefits, limitations exist. In addition to factors discussed above, limitations result from the realities that human judgment in decision making can be faulty, decisions on responding to risk and establishing controls need to consider the relative costs and benefits, breakdowns can occur because of human failures such as simple errors or mistakes, controls can be circumvented by collusion of two or more people, and management has the ability to override enterprise risk management decisions. These limitations preclude a board and management from having absolute assurance as to achievement of the entity's objectives.

11.9 ENCOMPASSES INTERNAL CONTROL

Internal control is an integral part of enterprise risk management. This enterprise risk management framework encompasses internal control, forming a more robust conceptualization and tool for management. Internal control is defined and described in *Internal Control – Integrated Framework*. Because that framework has stood the test of time and is the basis for existing rules, regulations, and laws that document remains in place as the definition of and framework for internal control. While only portions of the text of *Internal Control – Integrated Framework* are reproduced in this framework, the entirety of that framework is incorporated by reference into this one.

11.10 ROLES AND RESPONSIBILITIES

Everyone in an entity has some responsibility for enterprise risk management. The Municipal Mangers is ultimately responsible and should assume ownership. Others managers support the entity's risk management philosophy, promote compliance with its risk appetite, and manage risks within their spheres of responsibility consistent with risk tolerances. A risk officer, financial officer, internal auditor, and others usually have key support responsibilities. Other entity personnel are responsible for executing enterprise risk management in accordance with directives and protocols. The board of directors provides important oversight to enterprise risk management, and is aware of and concurs with the entity's risk appetite. A number of external parties, such as customers, vendors, business partners, external auditors, regulators, and financial analysts often provide information useful in effecting enterprise risk management, but they are not responsible for the effectiveness of, nor are they a part of, the entity's enterprise risk management.

PART TWELVE
FINANCIAL PLAN OF MUNICIPALITY

The budget of the municipality comprises a comprehensive financial plan indicating:

- revenue and expenditure
- a budget projection for the next three years.
- All investment initiatives in the municipality are indicated
- indicate the financial resources that are available for capital project developments and operational expenditure

The financial strategy that defines sound financial management and expenditure control is included in the adopted policy and procedure manual of Council ways and means of increasing revenues and external funding for the municipality are not relevant to BDM in terms of taxes. The outcomes of the Section 78 process concerning water services and tariffs will however impact on the financial plan of BDM.

Finally a comprehensive asset management register and monitoring system was implemented and will be expanded to include engineering infrastructure.

The Integrated Information Management System (IMIS) based on GIS first phase is also completed and will be extended to manage income and expenditure with better information, available to all municipalities in the district.

The Budget is available as a separately adopted document.

PART THIRTEEN

KEY PERFORMANCE INDICATORS AND PERFORMANCE TARGETS

The envisaged outcomes are based on the Millennium Development Goals and the directives from the targets set by the President, as well as the seven National Key Performance indicators. The targets set will be localised for the Bophirima Area once the entire project list inform realistic target setting.

11.1 NATIONAL KEY PERFORMANCE INDICATORS:

1. The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;

Bophirima Target for 2011 taking into consideration current predictions with relation to funding available (also for operational and maintenance expenditure):
Access to basic level of

- water 85%
- sanitation 69%
- electricity 76%
- solid waste removal 35%

It is acknowledged that the Presidential targets demand more from BDM, but the above targets assume no additional funding from National or Provincial Government to enable the realisation of the targets.

Municipalities do not intend to remove waste in many remote villages as this can be dealt with more cost effectively by the local communities themselves.

2. The percentage of households earning less than R1100 per month with access to free basic services;

It is firstly noted that the amount of R1100 per month as required in terms of the gazetted regulations do not constitute a minimum level of living (MLL) anymore and that this amount need to be increased.

Once the Global Insight data are received targets for this NKPI can hopefully be set as the only available data in this regard is Census 2001 figures.

3. The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;

Target for:
2007/08: 90%
2008/09: 100%
2009/10: 100%
2010/11: 100%

4. The number of jobs created through municipality's local, economic development initiatives including capital projects

Target: 250 jobs per annum

5. The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;

To retain the figure of 90%

6. The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and

More than 0,2% annually

7. Financial viability as expressed by the following ratios:

Debt Coverage
N/A to District Municipalities

Outstanding service debtor to revenue
N/A to District Municipalities

Cash flow

$$A = \frac{B + C}{D}$$

Where -
"A" represents cost coverage

"B" represents all available cash at a particular time

"C" represents investments

"D" represents monthly fixed Operating expenditure

Target: 4.5 per annum

11.2 MILLENNIUM DEVELOPMENT GOALS-TARGETS:

Goal 1. Eradicate extreme poverty and hunger

Target 1: Reduce by half the proportion of people living on less than a dollar a day

1. Proportion of Population Below $1 (PPP) per Day (World Bank)
2. Poverty Gap Ratio, $1 per day (World Bank)
3. Share of Poorest Quintile in National Income or Consumption (World Bank)

Target 2: Reduce by half the proportion of people who suffer from hunger

4. Prevalence of Underweight Children Under Five Years of Age (UNICEF)
5. Proportion of the Population below Minimum Level of Dietary Energy Consumption (FAO)

Goal 2. Achieve universal primary education

Target 3: Ensure that all boys and girls complete a full course of primary schooling

6. Net Enrolment Ratio in Primary Education (UNESCO)
7. Proportion of Pupils Starting Grade 1 who Reach Grade 5 (UNESCO)
8. Literacy Rate of 15-24 year-olds (UNESCO)

Goal 3. Promote gender equality and empower women

Target 4: Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015

9. Ratio of Girls to Boys in Primary, Secondary, and Tertiary Education (UNESCO)
10. Ratio of Literate Women to Men 15-24 years old (UNESCO)
11. Share of Women in Wage Employment in the Non-Agricultural Sector (ILO)
12. Proportion of Seats Held by Women in National Parliaments (IPU)

Goal 4. Reduce child mortality

Target 5: Reduce by two thirds the mortality rate among children under five

13. Under-Five Mortality Rate (UNICEF)
14. Infant Mortality Rate (UNICEF)
15. Proportion of 1 year-old Children Immunised Against Measles (UNICEF)

Goal 5. Improve maternal health

Target 6: Reduce by three quarters the maternal mortality ratio

16. Maternal Mortality Ratio

(WHO)
17. Proportion of Births Attended by Skilled Health Personnel (UNICEF)

Goal 6. Combat HIV/AIDS, malaria and other diseases

Target 7: Halt and begin to reverse the spread of HIV/AIDS

18. HIV Prevalence Among 15-24 year-old Pregnant Women (UNAIDS)
19. Condom use rate of the contraceptive prevalence rate and Population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS(UNAIDS, UNICEF, UN Population Division, WHO)
20. Ratio of school attendance of orphans to school attendance of non-orphans aged 10-14 years

Target 8: Halt and begin to reverse the incidence of malaria and other major diseases

21. Prevalence and Death Rates Associated with Malaria (WHO):
22. Proportion of Population in Malaria Risk Areas Using Effective Malaria Prevention and Treatment Measures (UNICEF):
23. Prevalence and Death Rates Associated with Tuberculosis (WHO):
24. Proportion of Tuberculosis Cases Detected and Cured Under Directly-Observed Treatment Short Courses (WHO)

Goal 7. Ensure environmental sustainability

Target 9: Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources

25. Forested land as percentage of land area (FAO)
26. Ratio of Area Protected to Maintain Biological Diversity to Surface Area (UNEP)
27. Energy supply (apparent consumption; Kg oil equivalent) per $1,000 (PPP) GDP (World Bank)
28. Carbon Dioxide Emissions (per capita) and Consumption of Ozone-Depleting CFCs (ODP tons):

Target 10: Reduce by half the proportion of people without sustainable access to safe drinking water

30. Proportion of the Population with Sustainable Access to and Improved Water Source (WHO/UNICEF)
31. Proportion of the Population with Access to Improved Sanitation (WHO/UNICEF)

Target 11: Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020

32. Slum population as percentage of urban population (secure tenure index) (UN-Habitat)

Goal 8. Develop a global partnership for development

Target 12. Develop further an open, rule-based, predictable, non-discriminatory trading and financial system Includes a commitment to good governance, development, and poverty reduction — both nationally and internationally

Target 13. Address the special needs of the least developed countries Includes: tariff and quota free access for least developed countries' exports; enhanced programme of debt relief for HIPCs and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction

Target 14. Address the special needs of landlocked countries and small island developing States

Target 15. Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.

Target 16: In cooperation with developing countries, develop and implement strategies for decent and productive work for youth.

Target 17: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

Target 18: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications